

Reclamation Manual

Policy/Directives and Standards

TEMPORARY RELEASE

(Expires 08/30/2025)

- Subject:** Time-to-Hire
- Purpose:** This Directive and Standard (D&S) establishes the Bureau of Reclamation requirements for collaboration among hiring stakeholders and USA Staffing data entry requirements to accurately measure hiring metrics for reporting requirements. The benefits of this D&S are to standardize the USA Staffing data entry fields for hiring and vetting, to promote cross-organizational collaboration to evaluate effectiveness of established hiring practices and meet time-to-hire goals, and to clarify definitions for measurements and key performance indicators to assess and improve strategic hiring methods.
- Authority:** U.S. Office of Personnel Management (OPM) [Memorandum, Time-to-Hire Reporting Requirements](#), February 25, 2020; Department of the Interior (DOI) [Personnel Bulletin \(PB\) No. 20-09, Time to Hire Reporting Requirements](#), July 23, 2020; DOI joint [Security Bulletin No. 20-01 and PB No. 20-12, Strengthening Departmental Hiring and Vetting Practices](#), September 3, 2020, OPM [End to End Hiring Initiative](#), March 2017; [PB No. 21-11, Departmental Workforce and Succession Planning Policy](#), December 21, 2021; 5 Code of Federal Regulations (CFR) Part 250 – Personnel Management in Agencies, Subpart B – Strategic Human Capital Management.
- Approving Official:** Deputy Commissioner – Policy, Administration and Budget (PAB)
- Contact:** Human Resources Division, Human Resources Policy Office (84-12100)

- 1. Introduction.** Time-to-Hire (T2H) measurements outlined in this D&S will be used to conduct analysis of hiring trends to identify areas of hiring process improvement; to clarify uniform expectations of stakeholders involved in collaborative efforts with T2H and strengthen DOI hiring and vetting practices in accordance with (IAW) joint [SB 20-01/PB 20-12](#); and for reporting hiring metrics IAW [PB 20-09](#) DOI T2H Key Performance Indicators (KPIs) and the Office of Personnel Management (OPM) [T2H Reporting Requirements](#). Tracking T2H measures hiring efficiency by collecting sufficient and accurate information required for stakeholders to make data-based decisions to ensure continuous improvements in hiring, recruitment, vetting, and workforce planning processes.
- 2. Applicability.** This D&S applies to stakeholders involved in the hiring and vetting of Reclamation employees including Human Resources (HR), Hiring Managers, and Personnel Security (PerSec) personnel. T2H provides HR efficiency metrics that gives leadership, Hiring Managers, HR, and PerSec the visibility into the performance of established metrics

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in the hiring process and assess the impact of the overall recruitment processes within the organization.

- 3. Strengthening Hiring and Vetting.** T2H requirements are standardized to strengthen hiring efforts holistically and collaboratively, through measurements indicated by KPIs. T2H measurements will be used to assess stakeholder performance to identify challenges and opportunities for improvement in the hiring and vetting process. KPIs have been developed using OPM's Hiring Process Roadmap as a baseline (reference OPM *End to End Hiring Initiative*).
- 4. T2H Reporting Requirements.** IAW 5 CFR 250 subpart B, OPM requires agencies to measure and report on T2H for all hires, including Delegated Examining (DE) hires, all Merit Promotion (MP) and external hires, all hires where a Job Opportunity Announcement (JOA) was posted on USAJOBS, all hires from shared certificates, all Direct Hires, all non-Title 5 hires, and all hires using any other hiring flexibilities or authority. Internal placements and non-competitive New Hires selected through MP procedures other than from a certificate of eligibles require a manual Onboard New Hire Request record. All T2H data is measured and reported in calendar days, using dates associated with key USA Staffing data fields identified in Section 5 of this D&S.
- 5. Data Fields.** Key data field dates must be complete in USA Staffing to generate accurate data for reporting requirements. Dates entered must accurately represent the data defined, as follows:
 - A. Hiring Action Request.** The Hiring Action Request is the Request to Fill a Position in USA Staffing (Request). In accordance with the DOI Merit Promotion & Staffing Policy Personnel Handbook, Hiring Managers/Selecting Officials are responsible for initiating the request in USA Staffing.
 - B. Hiring Need Validated Date.** The date all documentation and approvals are received for executing the Request in USA Staffing. This date represents the completion of all coordination and receipt of appropriate hiring approvals through leadership, solidified the budget and funding, completed all necessary position classification and validation (if applicable) certification requirements, and fulfilled all workforce planning requirements.
 - C. Request Personnel Action Date.** The date HR approves the Request in USA Staffing. This date should be no more than two days after the *Hiring Need Validated Date*.
 - D. Job Opportunity Announcement (JOA) Review Sent Date.** The date HR sends the JOA review to the Hiring Manager.

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- E. JOA Review Returned Date.** The date the Hiring Manager returns the JOA review to HR.
- F. JOA Open Date.** The open date of the JOA on USAJOBS.
- G. JOA Close Date.** The close date of the JOA on USAJOBS.
- H. Certificate Issue Date.** The date the certificate is issued by HR to the Hiring Manager.
- I. Certificate Review Return Date.** The date the certificate Applicant List Review is returned by the Hiring Manager to HR.
- J. Send Tentative Offer Date.** The date the tentative offer notification is sent by HR to the New Hire.
- K. Tentative Offer Accepted Date.** The date the New Hire accepts the tentative offer.
- L. Initiate Background Investigation/Security Clearance Date.** The date HR sends PerSec information on the New Hire requesting the initial suitability review and Background Investigation (BI).
- M. Initiate Suitability Review Date.** The date PerSec receives certification that the New Hire completes the National Background Investigation Services (NBIS).
- N. Receive Suitability Review Date.** The date PerSec completes the preliminary suitability review and approval of the NBIS application, releases the NBIS to the Defense Counterintelligence and Security Agency (DCSA), and requests to schedule the BI with DCSA.
- O. Receive Background Investigation/Security Clearance Results Date.** The date PerSec notifies HR the New Hire has been cleared for receipt of an Official Job Offer.
- P. Send Official Offer Date.** The date the official offer notification is sent to the New Hire.
- Q. Official Offer Accepted Date.** The date the New Hire accepts the official offer.
- R. Entry on Duty (EOD) Date.** The actual appointment effective date of the New Hire into the new position for which selected. The EOD date represents the same date for the Onboarding Manager (OM) system-level task completed date for *Verify the New Hire Arrived for their First Day of Duty*, the New Hire effective date of appointment, and the New Hire Start Date.

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6. **T2H Measurements and KPIs.** T2H measurements are key recruiting and hiring metrics used to inform the recruitment planning process and validate the efficiency of the selection process. Refer to Appendix A for representative T2H Goal days associated with data fields and stakeholder responsibilities. The following KPIs will be used for reporting and to collect data necessary to improve operations and inform organizational decisions:
- A. **T2H Measurement 1: Hiring Need Validated Date to Tentative Offer Accepted Date (OPM Reporting Requirement).** The number of days between the hiring need validation date and the date the tentative offer is accepted by the New Hire. The system only pulls the completed date as the New Hire accepts the tentative offer notification. Manual date entries will not pull in the report; HR Users must send the tentative offer using a Notification template. T2H Goal: 54 days.
 - B. **T2H Measurement 2: Hiring Need Validated Date to Entry on Duty (EOD) Date (OPM Reporting Requirement).** The number of days between the hiring need validation date and the actual start date of a new hire (EOD date). T2H Goal: 80 days.
 - C. **T2H Measurement 3: Request Personnel Action Date to JOA Open Date (DOI Collaborative Metric).** The number of days between the Request approval date and the date the JOA opens on USAJOBS. T2H Goal: 8 days
 - D. **T2H Measurement 4: JOA Close Date to Certificate Issue Date (DOI HR Analysis Metric).** The number of days between the date the JOA closed on USAJOBS and the issuance of the certificate the New Hire was selected from. T2H Goal: 16 days.
 - E. **T2H Measurement 5: Certificate Issue Date to Certificate Review Return Date (DOI Management Engagement Metric).** The number of days between the certificate issuance date and the earliest date the certificate review was returned to HR. Note: this date does not reflect the date an individual selection was made. T2H Goal: 15 days.
 - F. **T2H Measurement 6: Initiate Suitability Review Date to Receive Suitability Review Date (DOI Security Processing Metric).** The number of days between the date PerSec receives certification that the candidate completed NBIS and the date PerSec completes the preliminary suitability review and schedules investigation with DCSA. T2H Goal: 2 days.
 - G. **T2H Measurement 7: Request Personnel Action Date to JOA Review Sent Date (BOR Collaborative Metric).** The number of days between the Request approval date and the date the JOA review is sent to the Hiring Manager for review. T2H Goal: 6 days.

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H. T2H Measurement 8: JOA Review Sent Date to JOA Review Returned Date (BOR Management Engagement Metric). The number of days between the date HR sends the JOA review to the Hiring Manager and the date the Hiring Manager returns the JOA review to HR. T2H Goal: 2 days.

I. T2H Measurement 9: Initiate Background Investigation/Security Clearance to Receive Background Investigation/Security Clearance Results (BOR Hiring and Vetting Metric). The number of days between the date HR sends the New Hire to PerSec for BI initiation and the date PerSec notifies HR that the candidate is clear to receive an Official Job Offer. T2H Goal: 10 days.

7. Definitions.

A. Certificate of Eligibles. A certified document issued to a hiring official containing the names of referred qualified candidates eligible for selection in compliance with appropriate MP & DE procedures. Otherwise referred to as “certificate” or “referral list.”

B. Defense Counterintelligence and Security Agency. The DCSA is the federal security agency tasked with conducting personnel security investigations.

C. Entrance On Duty (EOD). The actual start date of the New Hire. This date represents the effective date of the appointment for the New Hire.

D. Hiring Manager. Hiring officials authorized to submit Requests to fill vacant positions.

E. Human Resources. HR points of contact in Reclamation Servicing Human Resources Offices responsible for entering certain USA Staffing data fields associated with tracking T2H data.

F. Job Opportunity Announcement (JOA). Public notice of a vacancy that describes all requirements of the vacant position and instructs applicants how to apply to the position. JOAs must be posted on the USAJOBS website as a means of satisfying the competitive procedure requirement. Otherwise referred to as “vacancy announcement.”

G. National Background Investigation Services. NBIS is the federal government’s one-stop-shop IT system for end-to-end personnel vetting — from initiation and application to background investigation, adjudication, and continuous vetting.

H. New Hire. Candidates that have been selected and offered a conditional offer of employment.

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- I. Onboarding Manager.** OM is the USA Staffing portal used for primary communications between T2H stakeholders and onboarding New Hires.
- J. Personnel Security.** Personnel responsible for initiating and completing requirements for processing background investigations in accordance with [SLE 01-01](#), *Personnel Security and Suitability*.
- K. Request. USA Staffing Request to Fill a position.** The request must be submitted in USA Staffing by the hiring managers for approval to fill a vacant position. Requests remain active until the vacant positions are filled which may result in having multiple JOAs linked to the same Request.
- L. Time-to-Hire.** T2H is the term used for the data metrics used to track the time it takes to recruit and hire vacancies, measure the quality and speed of hiring, and report results to OPM annually.
- M. USA Staffing.** Reclamation's talent acquisition system used to recruit, evaluate, assess, certify, select, and onboard talent.